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55-2889

27 OCT 1955

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Revision of Table of Organization to Reflect
Manpower Staffing and Development Requirements
(Proposed Regulation [REDACTED])

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1. The Management Staff and the Office of Personnel have carefully reviewed the several plans and recommendations regarding the above subject and submit herewith a revised single proposal on behalf of Management and Personnel.

2. In submitting this plan consideration has been given to the comments and recommendations of SSA/DDS which are in accord with the joint views of Management and Personnel. However, we are mindful of the requirements of the DDI and DDS organizations which may differ, in varying degrees, with those of the DDP. It is the recommendation of Management and Personnel that these differing requirements be met by development of separate operating procedures, as needed, to implement the single basic policy and plan.

3. Your approval of the attached basic plan is requested. Upon approval, immediate action will be taken to develop necessary implementing procedures.

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[REDACTED]
Chief, Management Staff

[REDACTED]
Harrison G. Reynolds
Director of Personnel

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Attachment:
Draft [REDACTED]

*Approved for submission
to Career Council*

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TABLES OF ORGANIZATION

1. GENERAL

This regulation establishes the policies and responsibilities governing the development and maintenance of Tables of Organization in the Agency.

2. POLICY

- a. The Table of Organization reflects the Agency's authorized requirements for staff employees and staff agents and for those detailed military personnel and detailed civilian personnel who will function within the Agency in a staff capacity.
- b. The Table of Organization is composed of two principal elements the total of which constitutes ceiling:
 - (1) The Staffing Complement which represents the authorized manpower (number, type, and grade) necessary for each organizational component to enable it to discharge its currently assigned functions.
 - (2) The Development Complement which provides the essential flexibility to enable each Career Service to administer the recruitment and initial orientation of personnel as well as to train and process personnel for rotation between headquarters and field assignments. The Development Complement represents the authorization for those employees in each Career Service who are in the following status and are not charged to a Staffing Complement.
 - (a) New Employees--Recently appointed professional employees who

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PERSONNEL

are engaged in orientation and training for periods in excess of thirty days before being assigned to a Staffing Complement and recently appointed clerical employees who are assigned to the Interim Assignment Section pending their assignment to a Staffing Complement.

- (b) Returnees from Overseas--Employees who have returned (PCS) from an overseas assignment and have not been reassigned to a headquarters Staffing Complement.
- (c) Projected Overseas Assignees--Employees who have been released from their previous assignments and are in the process of preparing for specific (PCS) assignments to Staffing Complements overseas.
- (d) Trainees--Employees who are engaged in full-time external or Agency training for periods in excess of ninety days.
- (e) Detailed Personnel--Employees who are formally detailed outside *for a period in excess of six months* the Agency *will* be assigned to a Development Complement, *after* ~~six months in such status.~~

3. RESPONSIBILITIES

- a. Deputy Directors and Operating Officials* are responsible for developing Staffing Complement proposals. Deputy Directors will be kept advised of

* Operating Officials include: Chiefs of Senior Staffs and Area Divisions under the jurisdiction of the Deputy Director (Plans); Assistant Directors under the jurisdiction of the Deputy Director (Intelligence); and Chiefs of Staffs, the Comptroller, the General Counsel, and Directors of Offices under the jurisdiction of the Deputy Director (Support).

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Agency budgetary and personnel ceiling limitations which will be reviewed periodically and allocations made to each Directorate. The authorized Staffing Complement will determine the organizational structure, number, type, and grade of employees authorized for a particular organizational unit and will replace its present organization T/O. Policy and operational commitments either to perform, expand or contract particular functions must be made within these limitations and adjustments made accordingly. Operating officials will ordinarily notify the Chief, Management Staff, the Comptroller, and the Director of Personnel simultaneously when they begin the process of developing new Staffing Complement proposals or proposals involving significant changes in existing Staffing Complements and Development Complements. This will expedite Staffing Complement and Development Complement processing by enabling these Support Officers to contribute their staff assistance early in the process. This procedure will also develop mutual understanding among the operating officials and staff elements concerned which will minimize processing delays during the formal review of Staffing Complement and Development Complement proposals.

- b. In addition to the Staffing Complement authorizations for each operating component, Deputy Directors, and Career Service Heads whom they designate will be authorized Development Complements for the assignment of returnees from overseas, projected overseas assignees, recruits, outside details and trainees as defined in paragraph 2b above. Heads of Career Services are responsible for reviewing the experience within their Career Services relative to the number of individuals in such status and for proposing

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PERSONNEL

Development Complements of appropriate size to accomodate such personnel.

It will be assumed that the average GS grade within each Development Complement is similar to the average grade of the Career Service concerned. Deputy Directors and Heads of Career Services are responsible for the proper utilization and administration of employees during the period of their assignment to the Development Complement. Every effort will be made to insure that manpower is retained in this status only for the period of time necessary to accomplish the stated orientation, training, rotation, or related objective.

c. The Deputy Director (Support) is responsible for the review and final approval of Staffing and Development Complements.

(1) The Chief, Management Staff is responsible for providing staff assistance to operating officials in the development of Staffing Complement proposals; for examining Staffing Complement proposals as to their soundness of organizational structure, functions and procedures and for final recommendation as to the manpower and numbers and type of persons involved; he is responsible for the final recommendation on Staffing and Development Complement proposals including the preparation of a consolidated recommendation for appropriate action by the Deputy Director (Support); reviewing all Staffing and Development Complements each year to determine their relevancy to current manpower requirements and will coordinate such findings as necessary with those offices concerned; for developing and maintaining

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specific procedures which will ensure the expeditious processing of Staffing and Development Complement proposals.

- (2) The Comptroller is responsible for providing staff assistance to operating officials in the development of Staffing and Development Complement proposals and for examining such proposals in relation to budgetary, fiscal, and related matters.
- (3) The Director of Personnel is responsible for providing staff assistance to operating officials in the development of Staffing and Development Complement proposals, and for evaluating positions on authorized Staffing Complements, including the proper identification of such positions by Career Service; the maintenance and dissemination of Staffing Complement and Development Complement records; for approving the assignment of personnel to both Complements and for maintaining appropriate records concerning each individual so assigned.

14 - Mr. [unclear] Career Council
10 Nov. 1955

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3. The Draft Regulation [redacted] "Tables of Organization", (item 3 on the Agenda) was presented by [redacted]. It was recognized that the regulation was presented in order to illustrate the principles involved, not to convey a system of fully worked-out procedures. The essential purpose of the proposal was to reflect more accurately than heretofore, where people were assigned and located and whether they were actually contributing directly to the discharge of the Agency's mission or preparing to do so, i.e., in transit, in training, etc. The Career Services would be responsible for the Development Complements of the T/O and the Operating Components for the Staffing Complements of the T/O, both of which would come within the established personnel ceiling. There was considerable discussion of the extent to which this proposed system would increase the workload of preparing personnel actions throughout the Agency as well as within the Office of Personnel. Thought was given to simplifying procedures and utilizing machine methods to a greater extent than heretofore. It was agreed that this system of T/O reporting would provide senior management echelons throughout the Agency with much more realistic data than existed at present. It was suggested that a pilot operation be conducted in one component of the Agency in order to determine the dollar cost of implementing the system. The Council approved the proposal in principle and referred it back to the Management Staff and the Office of Personnel for reworking and for the development of specific procedures and workload studies.

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